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AUGUST 1991

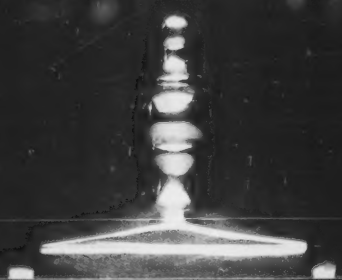
Lodging Hospitality

THE MANAGEMENT MAGAZINE OF DEVELOPMENT, OPERATION AND MARKETING

What Makes A Top Performer?

LODGING'S

TOP PERFORMERS



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Lodging Hospitality

38 LODGING'S TOP 400

89 KITCHEN DESIGN

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COVER STORY

38 **LODGING'S 400 TOP PERFORMERS**

Lodging Hospitality's exclusive annual study ranks the leading properties, chains and management companies according to sales and rooms. Rankings cover:

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Times may be tough for the lodging industry, but Lodging's 400 Top Performers still prove the axiom that quality breeds success. This year's list of the industry's most successful properties includes many of the renowned hotels, motels and resorts in America: the Waldorf-Astoria, the Willard Inter-Continental, The Boulders, The Mansion on Turtle Creek, just to name a few.

And despite the general slump in the industry, most of this year's Top Performers posted better operating results than in previous years. More properties reported occupancies above 90 percent and REVPARs (revenues per available room) above $100 than in 1990.

Mergers, acquisitions and consolidations continue in the chain market. The Chain Report (page 69) reflects the numerous changes in brand ownership since last August's report. Note: All property and room counts for chains are as of June 1, 1991.

Biggest gainer was Choice Hotels International, which now franchises seven primary brands. Last summer's acquisitions of the Econo Lodge, Friendship Inn and Rodeway Inn flags, along with substantial growth in its existing brands, more than doubled the size of the chain, placing it number-two behind Holiday Inns in total number of guestrooms.

Likewise, the formation of Hospitality Franchise Systems (HFS) to operate the Howard Johnson and U.S. Ramada franchise systems created the industry's fifth largest lodging company. HFS is now negotiating to purchase the troubled Days Inn franchise system. If the deal is consummated, HFS would become the largest U.S. lodging chain with more than 275,000 guestrooms.

Most of the other chains reported modest net growth. Among the 10 largest lodging organizations, Marriott registered the most growth without adding new brands, gaining 102 properties and 14,219 guestrooms.

In order to compile a list of truly independent companies (non-chain-affiliated), the Top Management Companies report (page 77) only includes figures for properties and guestrooms managed for other owners. Using that criteria, Pittsburgh-based Interstate Hotels Corp. tops the management company

Property, Location	Sales Per Room (C$)	Guest Rooms and Suites	Total Sales (C$000)	Occupancy
[illegible], Toronto, ON	67,857	280	19,000	60
HOTEL VANCOUVER, Vancouver, BC	60,346	508	30,656	80
[illegible], Brockville, ON	55,514	72	3,997	72
FANTASYLAND HOTEL & RESORT, Edmonton, AB	54,775	356	19,500	81
[illegible], Jasper, AB	50,459	436	22,000	60
CHATEAU LAURIER HOTEL, Ottawa, ON	50,253	450	22,614	67
[illegible], Vancouver, BC	46,992	266	12,500	81
HOWARD JOHNSON PLAZA HOTEL, Toronto, ON	43,388	242	10,500	75
[illegible], Victoria, BC	38,889	180	7,000	75
CHARTER HOUSE HOTEL, Winnepeg, MB	37,344	90	3,361	75
[illegible], Saskatoon, SK	36,297	106	3,919	68
SHERATON CASWELL INN, Sudbury, ON	32,500	200	6,500	76
[illegible], Fort St. John, BC	32,000	125	4,000	70
PARK PLAZA HOTEL, Toronto, ON	31,195	261	8,142	45
[illegible], Dartmouth, NS	31,034	203	6,300	68
THE SANDS HOTEL, Saskatoon, SK	29,385	148	4,349	55
[illegible], Calgary, AB	29,150	247	7,200	72
ROEHAMPTON HOTEL, Toronto, ON	28,264	110	3,109	70
[illegible], Quebec, PQ	27,382	89	2,437	60
AMERICANA RESORT, Niagara Falls, ON	25,000	120	3,000	55
[illegible], Montreal, PQ	24,152	455	10,989	49
HOTEL CALGARY PLAZA, Calgary, AB	22,500	200	4,500	50
[illegible], Regina, SK	22,340	188	4,200	55

Property, Location	Occupancy(%)
[illegible], Honolulu, HI	98
DAYS INN ISLAND BEACH RESORT St. Petersburg, FL	95
[illegible], Las Vegas, NV	94
HAMPTON INN-SANTA CLARITA Newhall, CA	93
[illegible], Miami, FL	93
BARBARY COAST HOTEL & CASINO Las Vegas, NV	92
[illegible], Key West, FL	92
VENTANA INN Big Sur, CA	92
[illegible], Hawley, PA	92
INN AT THE MARKET Seattle, WA	91
[illegible], Las Vegas, NV	90
LA VALENCIA La Jolla, CA	90
[illegible], Orlando, FL	90

list with 44 properties and 16,014 guestrooms managed.

The editors of *Lodging Hospitality* work nearly six months to compile the Top Performers study. Questionnaires are sent to virtually every lodging property on the *Lodging Hospitality* circulation list in February. A follow-up mailing is sent in May to operators who don't respond to the initial request.

Only those forms with complete sales and occupancy data are considered for the study. Properties are ranked by total sales per guestroom in each of five market categories.

Separate questionnaires are mailed in early June to about 200 lodging companies to compile The Chain Report and the Top Management Companies story. LH

Property, Location	Total Sales	Revpar($) ($000)
KAPALUA BAY HOTEL & VILLAS Lahaina, Maui, HI	31,000	312.30
THE LOWELL HOTEL New York, NY	7,900	287.45
[illegible], Honolulu, HI	59,926	238.52
VENTANA INN Big Sur, CA	8,296	217.17
[illegible], Cruz Bay, VI	23,496	200.05
SURREY HOTEL New York, NY	8,000	177.14
[illegible], New York, NY	22,486	170.19
KONA VILLAGE RESORT Kailua-Kona, HI	14,677	167.21
[illegible], New York, NY	146,000	167.10
HIGHLANDS INN Carmel, CA	14,400	158.21
[illegible], Longboat Key, FL	24,981	149.75
MAUNA LANI BAY HOTEL/BUNGALOWS Kohala Coast, HI	30,000	148.73
[illegible], New York, NY	49,115	147.16
THE ROYAL HAWAIIAN HOTEL Honolulu, HI	42,000	145.84
[illegible], Carefree, AZ	20,700	145.69
VISTANA RESORT Orlando, FL	13,322	137.55
LA VALENCIA La Jolla, CA	10,000	136.99
THE HAY-ADAMS HOTEL Washington, DC	12,600	136.70
[illegible], Honolulu, HI	13,000	135.63
HOTEL KITANO New York, NY	6,800	135.57
[illegible], Malibu, CA	2,700	134.07
OCEAN KEY HOUSE Key West, FL	6,450	131.51
[illegible], Captiva Island, FL	43,674	130.20
UN PLAZA-PARK HYATT HOTEL New York, NY	27,181	127.42
[illegible], Key West, FL	21,727	125.812

CENTER CITY

1	129,508	LOWELL HOTEL, New York, NY	61	7,900	78
2	103,546	WALDORF-ASTORIA HOTEL, New York, N.Y.	1,410	146,000	75
3	[illegible]	[illegible], New York, NY	250	22,466	70
4	88,112	HAY-ADAMS HOTEL, Washington, DC	143	12,600	71
5	[illegible]	[illegible], Seattle, WA	76	6,000	78
6	78,082	WILLARD INTER-CONTINENTAL HOTEL, Washington, DC	365	28,500	64
7	[illegible]	[illegible], Seattle, WA	450	35,000	75
8	72,727	ALGONQUIN HOTEL, New York, NY	165	12,000	80
9	[illegible]	[illegible], San Juan, PR	559	39,953	85
10	70,164	LE PARKER MERIDIEN, New York, NY	700	49,115	75
11	[illegible]	[illegible], New York, NY	97	6,800	80
12	69,377	HOTEL MERIDIEN, Boston, MA	326	22,617	70
13	[illegible]	[illegible], Alexandria, VA	45	3,120	68
14	68,966	SURREY HOTEL, New York, NY	116	8,000	80
15	[illegible]	[illegible], Cambridge, MA	286	20,146	73
16	66,934	CAMPTON PLACE HOTEL, San Francisco, CA	121	8,099	52
17	[illegible]	[illegible], Dallas, TX	216	14,000	80
18	63,507	UN PLAZA-PARK HYATT HOTEL, New York, NY	428	27,181	72
19	[illegible]	[illegible], Denver, CO	200	14,500	65
20	61,350	SHERATON GRANDE HOTEL, Los Angeles, CA	489	30,000	70
21	[illegible]	[illegible], Chicago, IL	285	15,338	60
22	57,971	THE SAINT LOUIS, New Orleans, LA	69	4,000	80
23	[illegible]	[illegible], Portland, OR	152	8,494	76
24	54,094	TREMONT HOTEL, Chicago, IL	127	6,870	56

TOP PERFORMER 400 PROFILE

WILLARD INTER-CONTINENTAL

Washington, DC

GRAHAM JEFFREY

Vice President/General Manager

Rooms: 365

Total Sales: $28.5 Million

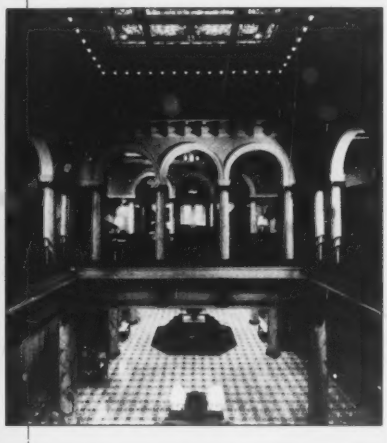
Room Sales: $16.5 Million

F&B Sales: $10.7 Million

A key fact of the Willard Inter-Continental Hotel on Pennsylvania Avenue is that every president since Franklin Pierce has either stayed at or visited it, says General Manager Graham Jeffrey. No wonder; it's a heartbeat away from the nation's center of power. "It's the leading hotel in Washington because of the service, the attention to customers' needs, the way it meets their expectations," he says.

The Willard is next to the White House, at the center of the city's business and political district. Designed by Henry J. Hardenburg, who did similar honors for the Waldorf-Astoria and the Plaza in New York, the 1901 building has a magnificent interior. A full-service hotel that features every conceivable amenity, the Willard boasts 365 rooms—and 387 employees. It was restored in 1986.

TOP PERFORMER
400
PROFILE



CAPITAL HOTEL
Little Rock, AR

JIM FAYEK
General Manager

Rooms: 123

Total Sales: $6.0 Million

Room Sales: $4.6 Million

F&B Sales: $1.4 Million

Guestrooms with high ceilings and a facade of cast iron are some of the distinctions of the Capital Hotel in Little Rock. Originally built for a New York site, it was transported to Arkansas' capital in 1877 and constructed on a plot two miles east of the state capitol, according to Jim Fayek, general manager.

The rooms have ceilings nine and 10 feet high, the floors in the public areas boast the original tile and there's plenty of marble throughout, says Fayek, who's been GM for a little more than two years. "Our hotel is marketed mainly by word-of-mouth, and we have personalized service," he says. "We have 123 rooms and 147 employees." Renovated in 1984 at a cost of $15 million, the Capital is across from the Statehouse Convention Center and half a block east of the old statehouse.

25	53,235	**FAIRMONT HOTEL,** San Jose, CA	541	28,800	65
26	52,528	**BORAL COURT HOTEL,** New York, NY	199	10,453	77
27	50,752	**CAPITAL HILTON HOTEL,** Washington, DC	549	27,863	64
28	50,669	**THE BILTMORE HOTEL,** Los Angeles, CA	704	35,571	61
29	50,625	**HOTEL BOULDERADO,** Boulder, CO	160	8,100	83
30	50,034	**SHERATON HOTEL STATION SQUARE,** Pittsburgh, PA	293	14,660	80
31	50,000	**ARIZONA INN,** Tucson, AZ	80	4,000	69
32	48,780	**THE CAPITAL HOTEL,** Little Rock, AR	123	6,000	73
33	47,918	**THOMAS EDISON INN,** Port Huron, MI	147	7,044	67
34	47,889	**THE PEABODY HOTEL,** Memphis, TN	454	21,742	62
35	47,443	**SHERATON COMMANDER HOTEL,** Cambridge, MA	176	8,350	79
36	47,244	**FOUR SEASONS INN ON THE PARK,** Houston, TX	381	18,000	68
37	47,181	**THE LANCASTER HOTEL,** Houston, TX	94	4,435	60
38	46,857	**SHERATON AT FISHERMANS WHARF,** San Francisco, CA	525	24,600	78
39	45,455	**NEW OTANI HOTEL AND GARDEN,** Los Angeles, CA	440	20,000	69
40	44,732	**PORTLAND MARRIOTT,** Portland, OR	503	22,500	81
41	44,139	**PROVIDENCE MARRIOTT,** Providence, RI	345	15,228	77
42	43,805	**RAMADA RENAISSANCE-TECHWORLD,** Washington, DC	799	35,000	65
43	43,400	**LA FONDA,** Santa Fe, NM	160	6,944	78
44	43,122	**THE LENOX HOTEL,** Boston, MA	222	9,573	74
45	43,107	**STATLER HOTEL & MARRIOTT EDUCATION CENTER,** Ithaca, NY	150	6,466	60
46	43,000	**LOEWS L'ENFANT PLAZA HOTEL,** Washington, DC	370	15,910	66
47	42,415	**BACK BAY HILTON,** Boston, MA	340	14,421	74
48	41,782	**HILTON PALACIO DEL RIO,** San Antonio, TX	482	20,139	68
49	41,065	**ROYAL SONESTA BOSTON,** Cambridge, MA	400	16,426	72
50	40,724	**WYNDHAM MILWAUKEE CENTER,** Milwaukee, WI	221	9,000	74
51	40,306	**EMBASSY ROW HOTEL,** Washington, DC	196	7,900	64
52	40,000	**FAIRMONT HOTEL,** Dallas, TX	550	22,000	59
53	40,000	**SAN ANTONIO MARRIOTT RIVERWALK,** San Antonio, TX	500	20,000	70
54	39,880	**LE MERIDIEN SAN FRANCISCO,** San Francisco, CA	675	26,919	67
55	39,724	**EUREKA INN,** Eureka, CA	105	4,171	67
56	39,669	**BISCAYNE BAY MARRIOTT,** Miami, FL	605	24,000	80
57	39,550	**ONE WASHINGTON CIRCLE HOTEL,** Washington, DC	151	5,972	76
58	38,923	**SAN DIEGO MARRIOTT-MISSION VALLEY,** San Diego, CA	350	13,623	66
59	38,554	**INN AT THE MARKET,** Seattle, WA	65	2,506	91
60	38,462	**LOEWS SUMMIT HOTEL,** New York, NY	728	28,000	70
61	38,354	**THE MANCHESTER INN,** Middletown, OH	79	3,030	55
62	38,323	**THE ASTOR HOTEL,** Milwaukee, WI	96	3,679	54

TOP PERFORMER
400
PROFILE

HILTON GATEWAY & TOWERS

Newark, NJ

BILL STOCK
General Manager

Rooms: 253

Total Sales: $9.0 Million

Room Sales: $6.5 Million

F&B Sales: $2.5 Million

The Hilton Gateway & Towers in downtown Newark, NJ, also qualifies as an airport hotel. Connected to the Gateway Center, the largest office and retail complex in the state, the Hilton also links to Newark International Airport via a series of concourses. And, as if that weren't enough, it also provides indoor access to New Jersey's Penn Station, enabling commuters to reach New York City in 15 minutes, says General Manager Bill Stock. The hotel, which boasts a concierge level, was built 20 years ago and has been a Hilton for 15.

"Our customers say you can come into Newark International, get our shuttle, check in, get on the train and be in downtown New York quicker than if you'd fly nto La Guardia or Kennedy," Stock says. "We have to get the word out on the New York connection."

63	37,972	**WORCESTER MARRIOTT,** Worcester, MA	250	9,493	73
64	37,768	**RAMADA INN,** Indianapolis, IN	233	8,800	70
65	37,407	**THE WESTIN BONAVENTURE,** Los Angeles, CA	1,473	55,100	61
66	36,653	**HYATT REGENCY MILWAUKEE,** Milwaukee, WI	484	17,740	72
67	36,563	**GOVERNOR'S HOUSE HOLIDAY INN,** Washington, DC	151	5,521	73
68	36,345	**GALLERIA PARK HOTEL,** San Francisco, CA	177	6,433	85
69	36,205	**HOTEL INTER-CONTINENTAL NEW ORLEANS,** New Orleans, LA	497	17,994	63
70	35,714	**HELMSLEY MEDICAL TOWER,** New York, NY	112	4,000	65
71	35,573	**HILTON GATEWAY & TOWERS,** Newark, NJ	253	9,000	70
72	35,556	**OMNI SAN DIEGO HOTEL,** San Diego, CA	450	16,000	67
73	35,461	**OMNI PARK CENTRAL HOTEL,** New York, NY	1,269	45,000	85
74	34,940	**DES MOINES MARRIOTT HOTEL,** Des Moines, IA	415	14,500	73
75	34,591	**HOLIDAY INN UNION SQUARE,** San Francisco, CA	401	13,871	73
76	34,529	**ADOLPHUS HOTEL,** Dallas, TX	435	15,020	49
77	34,514	**OMNI BILTMORE HOTEL,** Providence, RI	276	9,526	55
78	34,417	**HYDE PARK SUITES,** San Francisco, CA	24	826	63
79	34,293	**SIR FRANCIS DRAKE HOTEL,** San Francisco, CA	417	14,300	78
80	34,232	**PARC FIFTY FIVE HOTEL,** San Francisco, CA	1,003	34,335	74
81	34,071	**THE RIVER INN,** Washington, DC	127	4,327 7	6
62	33,787	**WYNDHAM HARBOR ISLAND INN,** Tampa, FL	300	10,136	61
83	33,721	**HOTEL WASHINGTON,** Washington, DC	344	11,600	56
84	33,684	**PORTLAND REGENCY HOTEL,** Portland, ME	95	3,200	69
85	33,531	**THE WORTHINGTON HOTEL,** Ft. Worth, TX	507	17,000	58
86	33,461	**DORAL INN HOTEL,** New York, NY	655	21,917	87
87	33,408	**HOLIDAY INN,** Traverse City, MI	179	5,980	68
88	33,181	**DORAL PARK AVENUE HOTEL,** New York, NY	188	6,238	65
89	32,995	**BEVERLY HOTEL,** New York, NY	197	6,500	72
90	32,895	**BEST WESTERN BOSTON-THE INN AT CHILDREN'S,** Boston, MA	152	5,000	73
91	32,872	**HELMSLEY WINDSOR HOTEL,** New York, NY	250	8,218	67
92	32,813	**HYATT REGENCY AUSTIN,** Austin, TX	448	14,700	70
93	32,780	**WHITEHALL HOTEL,** Chicago, IL	223	7,310	56
94	32,453	**INN AT FOGGY BOTTOM,** Washington, DC	95	3,083	77
95	31,607	**COPLEY SQUARE HOTEL,** Boston, MA	150	4,741	81
96	31,366	**BERKSHIRE HOTEL,** Pittsfield, MA	175	5,489	69
97	31,196	**MAYFLOWER HOTEL,** New York, NY	577	18,000	79
98	30,942	**LE RICHELIEU HOTEL,** New Orleans, LA	86	2,661	89
99	30,894	**HOTEL STANFORD,** New York, NY	123	3,800	79
100	30,769	**OMNI INTERNATIONAL HOTEL-DETROIT,** Detroit, MI	260	8,000	60

RESORT

1	160,622	KAPALUA BAY HOTEL AND VILLAS, Lahaina, Maui, HI	193	31,000	67
2	152,206	THE BOULDERS RESORT, Carefree, AZ	136	20,700	70
3	151,162	[illegible] Las Vegas, NV	203	30,690	94
4	138,267	VENTANA INN, Big Sur, CA	60	8,296	92
5	137,404	[illegible] Cruz Bay, USVI	171	23,490	70
6	131,417	HALEKULANI HOTEL, Honolulu, HI	456	59,926	82
7	125,713	[illegible] Honolulu, HI	101	13,000	82
8	120,000	SANDS HOTEL & CASINO, Atlantic City, NJ	500	60,000	89
9	117,416	[illegible] Kailua-Kona, HI	125	14,577	69
10	113,861	PONTE VEDRA INN & CLUB, Ponte Vedra Beach, FL	202	23,000	78
11	110,048	[illegible] Longboat Key, FL	227	24,991	75
12	103,141	SANDS HOTEL & CASINO, Las Vegas, NV	716	73,849	90
13	101,857	[illegible] Lafayette Hill, PA	120	12,200	67
14	101,408	HIGHLANDS INN, Carmel, CA	142	14,400	75
15	100,000	LA VALENCIA, La Jolla, CA	100	10,000	80
16	93,682	LAWRENCE WELK RESORT, Escondido, CA	132	12,366	74
17	93,171	[illegible] Atlantic City, NJ	760	70,810	89
18	92,568	BARTON CREEK CONFERENCE RESORT & COUNTRY CLUB, Austin, TX	148	13,700	65
19	91,170	[illegible] Sonoma, CA	170	15,500	78
20	87,348	SOUTH SEAS PLANTATION, Captiva Island, FL	500	43,674	78
21	85,714	[illegible] Forests Coast, HI	350	30,000	60
22	83,448	TURNBERRY RESORT & CLUB, Aventura, FL	344	28,706	57
23	81,845	[illegible] Atlantic City, NJ	671	54,918	89
24	81,784	THE COLONY BEACH & TENNIS RESORT, Longboat Key, FL	232	18,974	60

TOP PERFORMER 400 PROFILE

HIGHLANDS INN
Carmel, CA

DENNIS R. MILES
Vice President/General Manager

Rooms: 142

Total Sales: $14.4 Million

Room Sales: $8.2 Million

F&B Sales: $5.5 Million

Woodburning fireplaces and a spectacular view of California's central coastline make the Highlands Inn in Carmel a favorite of entertainers, artists and privileged tourists. The Highlands Inn will launch a 10-month celebration of its 75th anniversary this fall.

The main lodge is made of golden granite; the guestrooms, or "spa suites," are wood. And they're large, with separate living and sleeping areas, a kitchen area and an oceanview deck.

According to Dennis Mills, vice president and general manager, what makes the Highlands Inn unique is its setting. "It's on 12 acres, with a cliffside setting that has views of spectacular coastline," he says. "Environmentally speaking, I think it's one of the most unique, pristine environments along the entire California coast."

TOP PERFORMER
400
PROFILE

VISTANA RESORT
Orlando, FL

RAYMOND GELLEIN
Chief Executive Officer

Rooms: 174

Total Sales: $13.3 Million

Room Sales: $8.7 Million

F&B Sales: $1.4 Million

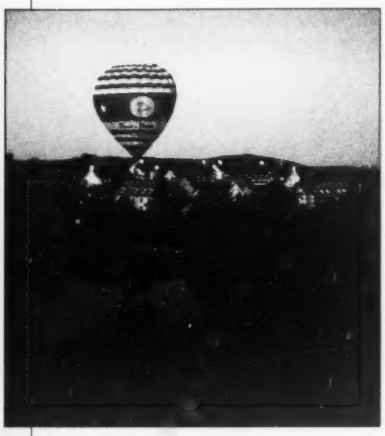
Mickey, Donald and friends have been good to the Vistana Resort. The Orlando resort/condominium community's proximity to the Disney complex helps it achieve 90-percent occupancy and steady repeat business, says Charlotte S. Davis, director of resort sales and marketing.

But location isn't everything. "Our goal is to provide the ultimate vacation experience for our guests," Davis says. And, with 98 percent of its clientele there on leisure trips, the resort had better deliver.

Guests can choose from among five pools, three eateries and a variety of staff-arranged recreation activities. A general store supplies guests with all the necessities. And surrounding walls and a secured entry gate provide a safe environment for families.

25	79,848	**THE ROYAL HAWAIIAN HOTEL,** Honolulu, HI	526	42,000	80
26	77,143	**WOODLOCH PINES RESORT,** Hawley, PA	175	13,500	92
27	76,923	**CLINT EASTWOOD'S MISSION RANCH,** Carmel, CA	26	2,000	70
28	76,563	**VISTANA RESORT,** Orlando, FL	174	13,322	90
29	74,086	**PINEHURST RESORT AND COUNTRY CLUB,** Pinehurst, NC	430	31,857	44
30	73,733	**DORAL RESORT AND COUNTRY CLUB,** Miami, FL	651	48,000	60
31	73,311	**SHERATON-INDUSTRY HILLS RESORT,** City of Industry, CA	296	21,700	58
32	73,244	**THE AMERICAN CLUB,** Kohler, WI	160	11,719	72
33	70,175	**STEIN ERIKSEN LODGE,** Park City, UT	114	8,000	50
34	70,129	**TRAPP FAMILY LODGE,** Stowe, VT	93	6,522	64
35	69,638	**MARRIOTT'S CASA MARINA RESORT,** Key West, FL	312	21,727	92
36	67,391	**CLARIDGE CASINO HOTEL,** Atlantic City, NJ	501	33,763	87
37	67,130	**THE OJAI HOTEL,** Ojai, CA	216	14,500	65
38	66,631	**OPRYLAND HOTEL,** Nashville, TN	1,891	126,000	85
39	66,250	**MAUI MARRIOTT RESORT,** Lahaina, Maui, HI	720	47,700	81
40	66,135	**ARIZONA BILTMORE HOTEL,** Phoenix, AZ	502	33,200	63
41	65,000	**CAPE CORAL GOLF & TENNIS RESORT,** Cape Coral, FL	100	6,500	66
42	64,962	**HILTON HAWAIIAN VILLAGE,** Honolulu, HI	2,523	163,898	83
43	64,500	**OCEAN KEY HOUSE SUITE RESORT & MARINA,** Key West, FL	100	6,450	75
44	62,060	**BARBARY COAST HOTEL & CASINO,** Las Vegas, NV	200	12,412	92
45	61,330	**SANIBEL ISLAND HILTON INN,** Sanibel Island, FL	88	5,397	82
46	61,126	**BUENA VISTA PALACE,** Lake Buena Vista, FL	840	51,346	81
47	60,000	**OMNI-SAGAMORE RESORT & CONFERENCE CENTER,** Bolton Landing, NY	350	21,000	50
48	59,834	**PIER 66 RESORT & MARINA,** Fort Lauderdale, FL	380	22,737	65
49	59,590	**MARTHA WASHINGTON INN,** Abingdon, VA	61	3,635	70
50	59,450	**FORREST HILLS MOUNTAIN HIDEAWAY,** Dahlonega, GA	20	1,189	58
51	58,462	**LAGOON RESORT MOTEL,** Clearwater Beach, FL	65	3,800	89
52	58,236	**CHEECA LODGE,** Islamorada, FL	203	11,822	61
53	57,447	**MALIBU BEACH INN,** Malibu, CA	47	2,700	86
54	57,087	**SAMOSET RESORT,** Rockport, ME	150	8,563	67
55	55,861	**CLIFFS AT SHELL BEACH,** Shell Beach, CA	166	9,273	81
56	55,789	**INNISBROOK RESORT & GOLF CLUB,** Tarpon Springs, FL	950	53,000	48
57	55,657	**ST. MARY LODGE AND RESORT,** St. Mary, MT	70	3,896	78
58	55,385	**WINTERGREEN RESORT,** Wintergreen, VA	325	18,000	35
59	54,987	**MARINA DEL MAR RESORT & MARINA,** Key Largo, FL	76	4,179	70
60	54,945	**MAYFAIR HOUSE HOTEL,** Coconut Grove, FL	182	10,000	65
61	54,065	**VILLA ROMA RESORT HOTEL,** Callicoon, NY	216	11,678	79
62	53,609	**SCOTTSDALE PLAZA RESORT,** Scottsdale, AZ	404	21,658	69

TOP PERFORMER
400
PROFILE



BOAR'S HEAD INN & SPORTS CLUB

Charlottesville, VA

SANDY GREENWOOD

General Manager

Rooms: 175

Total Sales: $9.0 Million

Room Sales: $3.8 Million

F&B Sales: $3.5 Million

It's only fitting that a university-owned hotel like the Boar's Head Inn & Sports Club should benefit from university business. During graduation weekend at the University of Virginia (whose real estate foundation owns the Boar's Head), the Charlottesville resort is sold out for years in advance. Football weekends and other major school events also help fill rooms.

A recently completed $4-million renovation is helping to keep the 25-year-old property fresh; the hotel upgraded the air conditioning system, increased the kitchen capacity, updated all soft goods and replaced the lobby carpeting.

To keep business moving, the inn offers seasonal packages throughout the year. A three-day Christmas promotion includes a medieval dinner, caroling, carriage rides and performers.

63	53,571	**MOHONK MOUNTAIN HOUSE,** New Paltz, NY	280	15,000	62
64	53,398	**SHAWNEE INN,** Shawnee-on-Delaware, PA	103	5,500	54
65	53,328	**SUNDIAL BEACH & TENNIS RESORT,** Sanibel Island, FL	238	12,692	69
66	53,056	**MISSION INN GOLF & TENNIS RESORT,** Howey-in-the-Hills, FL	160	8,489	50
67	52,143	**GOLD CANYON RESORT,** Apache Junction, AZ	56	2,920	50
68	52,045	**SHERATON TUCSON EL CONQUISTADOR,** Tucson, AZ	440	22,900	65
69	51,429	**BOAR'S HEAD INN & SPORTS CLUB,** Charlottesville, VA	175	9,000	58
70	50,000	**EDGEWATER BEACH HOTEL,** Naples, FL	124	6,200	71
71	49,881	**HALE KOA HOTEL,** Honolulu, HI	420	20,950	98
72	49,435	**BALLY'S CASINO RESORT,** Las Vegas, NV	2,832	140,000	86
73	49,250	**JARED COFFIN HOUSE,** Nantucket, MA	60	2,955	61
74	48,544	**BAHIA CABANA BEACH RESORT,** Fort Lauderdale, FL	103	5,000	87
75	48,500	**ORIGINAL RACQUET CLUB OF PALM SPRINGS,** Palm Springs, CA	126	6,111	25
76	47,945	**DORAL OCEAN BEACH RESORT,** Miami Beach, FL	420	20,137	72
77	47,469	**NAPILI KAI BEACH CLUB,** Lahaina, Maui, HI	162	7,690	67
78	47,363	**JUPITER BEACH HILTON,** Jupiter, FL	193	9,141	73
79	47,337	**QUAIL HOLLOW RESORT,** Concord, OH	169	8,000	70
80	46,768	**KAANAPALI ALII,** Lahaina, Maui, HI	263	12,300	60
81	46,392	**DAYS INN ISLAND BEACH RESORT,** St. Petersburg Beach, FL	102	4,732	95
82	46,360	**PORT LA BELLE INN,** La Belle, FL	50	2,318	68
83	46,343	**LOS ABRIGADOS,** Sedona, AZ	175	8,110	68
84	46,325	**SAN DIEGO PRINCESS RESORT,** San Diego, CA	449	20,800	72
85	45,944	**LA JOLLA BEACH & TENNIS CLUB,** La Jolla, CA	90	4,135	70
86	45,614	**LAKE LAWN LODGE,** Delavan, WI	285	13,000	60
87	45,536	**OCEAN EDGE RESORT & CONFERENCE CENTER,** Brewster, MA	220	10,018	51
88	44,891	**SHERATON ROYAL BISCAYNE,** Key Biscayne, FL	192	8,619	83
89	44,828	**THE LODGE AT CLOUDCROFT,** Cloudcroft, NM	58	2,600	62
90	44,081	**MIRROR LAKE INN,** Lake Placid, NY	124	5,466	60
91	43,615	**CRANWELL RESORT HOTEL,** Lenox, MA	65	2,835	44
92	43,390	**LAKEWAY RESORT & CONFERENCE CENTER,** Austin, TX	236	10,240	62
93	43,224	**MYRTLE BEACH RADISSON,** Myrtle Beach, SC	255	11,022	70
94	43,149	**HERSHEY LODGE & CONVENTION CENTER,** Hershey, PA	457	19,719	71
95	42,988	**VINTAGE INN-NAPA VALLEY,** Yountville, CA	80	3,439	79
96	42,521	**MARQUIS DE LAFAYETTE,** Cape May, NJ	73	3,104	55
97	41,946	**MARCO BEACH HILTON,** Marco Island, FL	298	12,500	68
98	41,868	**THE HOMESTEAD,** Midway, UT	91	3,810	50
99	41,666	**AVALON INN & RESORT,** Hubbard, OH	144	6,000	78
100	41,666	**ISLANDER LOPEZ MARINA RESORT,** Lopez, WA	36	1,500	60

SUBURBAN

1	117,958	**THE MANSION ON TURTLE CREEK,** Dallas, TX	142	16,750	56
2	90,014	**HOTEL DEL CORONADO,** Coronado, CA	691	62,200	80
3	[illegible]	[illegible]	740	56,916	85
4	75,776	**THE RITZ-CARLTON HOUSTON,** Houston, TX	232	17,580	73
5	[illegible]	[illegible]	148	10,186	51
6	64,433	**SCANTICON-PRINCETON CONFERENCE CENTER HOTEL,** Princeton, NJ	291	18,750	64
7	[illegible]	[illegible]	50	3,000	70
8	57,143	**JOSEPH AMBLER INN,** North Wales, PA	28	1,600	72
9	[illegible]	[illegible]	56	3,175	77
10	56,527	**THE HILTON AT SHORT HILLS,** Short Hills, NJ	300	16,958	58
11	[illegible]	[illegible]	305	17,000	65
12	53,498	**TURTLE BAY HILTON & COUNTRY CLUB,** Kahuku, HI	486	26,000	72
13	[illegible]	[illegible]	300	16,000	73
14	53,184	**THE ORCHARDS,** Williamstown, MA	49	2,606	61
15	[illegible]	[illegible]	178	9,900	85
16	52,244	**THE LODGE AT WOODCLIFF,** Rochester, NY	119	6,217	76
17	[illegible]	[illegible]	510	28,447	84
18	50,954	**PEABODY HOTEL,** Orlando, FL	891	45,400	78
19	[illegible]	[illegible]	512	28,000	67
20	48,750	**SIENA HOTEL,** Chapel Hill, NC	80	3,900	85
21	[illegible]	[illegible]	321	14,908	74
22	46,154	**STOUFFER WAVERLY HOTEL,** Atlanta, GA	520	24,000	65
23	[illegible]	[illegible]	527	24,180	70
24	44,126	**SYRACUSE MARRIOTT,** East Syracuse, NY	250	11,032	81

TOP PERFORMER 400 PROFILE

HUNTINGTON HILTON

Melville, NY

MICHAEL HOLLANDER

General Manager

Rooms: 305

Total Sales: $17.0 Million

Room Sales: $7.0 Million

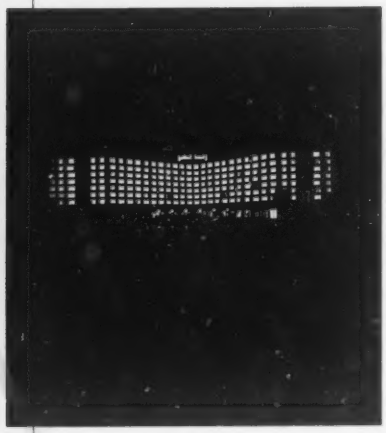
F&B Sales: $10.0 Million

Hilton Hotels devised Bounceback Weekends to help boost weekend traffic and give travelers a break from the routine. The Huntington Hilton on Long Island tailored that concept to suit its customers' needs and created its own version, Hiltonhazit.

Weekend guests get a room, dinner and breakfast for two, use of the fitness facilities and free admission to the hotel's nightclub—all for $119 a couple. The package has been well received by city dwellers and Long Islanders alike, says Richard Sarno, director of marketing.

The three-year-old property has benefited from its strategic location on Route 110, a main corridor for high-tech and military supply companies. And it's a meetings location for local companies and state associations.

TOP PERFORMER 400 PROFILE



HOTEL SOFITEL
Redwood City, CA

KENT MITCHELL
General Manager

Rooms: 324

Total Sales: $12.5 Million

Room Sales: $7.6 Million

F&B Sales: $4.5 Million

When the Hotel Sofitel opened in the San Francisco Bay area four years ago, it brought a French accent to Silicon Valley.

"The hotel is French, so we do a lot of promotions around French and European themes," says Kent Mitchell, general manager. The hotel stages an annual Mardi Gras celebration, its restaurants have an April in Paris promotion and a July event commemorates Bastille Day. This fall, the hotel is planning its first Oktoberfest. No wonder food and beverage sales account for a healthy $4.5 million at the 324-room property.

The Sofitel is part of a mixed-use complex in a planned community that has served as a model for other developers. Probably 90 percent of its guests are visiting or working at local high-tech companies, Mitchell estimates.

25	42,039	**ISLAND INN,** Westbury, NY	204	8,576	62
26	41,705	**WOODFIELD HILTON & TOWERS,** Arlington Heights, IL	421	17,558	69
27	41,642	**GREAT VALLEY HILTON & CONFERENCE CENTER,** Malvern, PA	201	8,370	67
28	41,578	**HOTEL SOFITEL,** Minneapolis, MN	287	11,933	59
29	40,517	**CAMPUS CENTER HOTEL,** Amherst, MA	116	4,700	65
30	40,393	**HARRISBURG MARRIOTT,** Harrisburg, PA	349	14,097	73
31	40,081	**OMNI SHORFHAM HOTEL,** Washington, DC	770	30,862	69
32	40,000	**SHERATON SUITES,** Cuyahoga Falls, OH	200	8,000	75
33	39,888	**HOTEL THAYER,** West Point, NY	197	7,858	59
34	39,648	**HOLIDAY INN-OLD TOWN,** Alexandria, VA	227	9,000	87
35	39,576	**GREEN BELT MARRIOTT HOTEL,** Green Belt, MD	283	11,200	74
36	39,063	**DAYS INN,** Henrietta, NY	192	7,500	71
37	38,933	**REGENCY INN & CONFERENCE CENTER,** Westford, MA	193	7,514	63
38	38,777	**JUMER'S CASTLE LODGE,** Peoria, IL	175	6,786	84
39	38,580	**HOTEL SOFITEL,** Redwood City, CA	324	12,500	69
40	38,000	**DRAWBRIDGE INN,** Ft. Mitchell, KY	500	19,000	77
41	36,983	**NOVI HILTON,** Novi, MI	236	8,728	60
42	36,667	**HUDSON RIVER INN & CONFERENCE CENTER,** Ossining, NY	150	5,500	60
43	36,488	**MEMPHIS MARRIOTT,** Memphis, TN	320	11,676	72
44	36,042	**HOLIDAY INN SOUTHWEST,** St. Louis, MO	144	5,190	82
45	36,032	**SHERATON NEEDHAM HOTEL,** Needham, MA	247	8,900	63
46	35,798	**ROCHESTER MARRIOTT THRUWAY HOTEL,** Rochester, NY	307	10,990	74
47	35,533	**HOLIDAY INN-HOMEWOOD,** Birmingham, AL	197	7,000	68
48	35,200	**JUMER'S CHATEAU,** Bloomington, IL	180	6,336	69
49	35,152	**RESIDENCE INN BY MARRIOTT,** Plainview, NY	165	5,800	83
50	35,135	**DOUBLETREE HOTEL,** Atlanta, GA	370	13,000	62
51	35,096	**BEL AIRE HOTEL,** Erie, PA	135	4,738	74
52	34,778	**MINNEAPOLIS MARRIOTT SOUTHWEST,** Minnetonka, MN	320	11,129	73
53	34,635	**HOWARD JOHNSON PLAZA HOTEL,** Lafayette, IN	126	4,364	78
54	34,233	**PRUNEYARD INN,** Campbell, CA	116	3,971	56
55	34,223	**ATLANTA MARRIOTT GWINNETT PLACE,** Duluth, GA	300	10,267	71
56	34,071	**EMBASSY SUITES HOTEL,** Richmond, VA	226	7,700	75
57	33,826	**NEW ENGLAND CENTER FOR CONTINUING EDUCATION,** Durham, NH	115	3,890	54
58	33,632	**FT. WAYNE MARRIOTT,** Ft. Wayne, IN	223	7,500	68
59	32,955	**LE PARC HOTEL,** West Hollywood, CA	154	5,075	59
60	32,787	**HOLIDAY INN WEEKI WACHEE,** Spring Hill, FL	122	4,000	70
61	32,667	**RAMADA HOTEL,** East Hanover, NJ	255	8,330	80
62	32,609	**HOLIDAY INN-OCEANSIDE,** Virginia Beach, VA	138	4,500	78

TOP PERFORMER
400
PROFILE

VALLEY HILTON
Sherman Oaks, CA

WES CALVERLEY
General Manager

Rooms: 215

Total Sales: $6.5 Million

Room Sales: $4.0 Million

F&B Sales: $2.4 Million

Location, location, location helps make the Valley Hilton one of the most successful hotels in the San Fernando Valley. The 13-story structure is perched at the interchange of the San Diego and Ventura freeways, the nation's fourth-busiest intersection. Sidney Caplan, who carefully chose the site along with two former partners in 1968, is the property's sole owner.

Although it never closed, the Valley Hilton held a grand opening celebration last March to unveil $5 million in improvements. Additions include an indoor parking deck and state-of-the-art exercise room. The hotel's restaurant and lounge, meeting/banquet rooms and public areas are completely revamped. Guestrooms feature new electronic door locks, marble bathroom sinks and two telephones.

63	32,560	**EMBASSY SUITES,** Schaumburg, IL	209	6,805	73
64	32,278	**HOWARD JOHNSON HOTEL,** Skokie, IL	133	4,293	68
65	32,265	**BEST WESTERN GOLDEN LION HOTEL,** Anchorage, AK	83	2,678	86
66	31,633	**HOLIDAY INN,** Las Cruces, NM	196	6,200	77
67	31,370	**GREEN TREE MARRIOTT,** Pittsburgh, PA	467	14,650	73
68	31,203	**ATLANTA MARRIOTT PERIMETER CENTER,** Atlanta, GA	400	12,481	70
69	30,893	**CLARION HARVEST HOUSE,** Boulder, CO	270	8,341	68
70	30,833	**EMBASSY SUITES HOTEL-NORTHEAST,** Cincinnati, OH	240	7,400	72
71	30,722	**RAMADA RENAISSANCE HOTEL,** Richardson, TX	342	10,507	71
72	30,544	**SPORTSMEN'S LODGE HOTEL,** Studio City, CA	193	5,895	76
73	30,512	**DOUBLETREE HOTEL OF LINCOLN CENTRE,** Dallas, TX	508	15,500	63
74	30,457	**ANNAPOLIS RAMADA HOTEL,** Annapolis, MD	197	6,000	66
75	30,431	**RADISSON PLAZA HOTEL & TOWN CENTER,** Southfield, MI	385	11,716	55
76	30,372	**GREENWOOD INN,** Beaverton, OR	253	7,684	73
77	30,298	**JUMER'S CASTLE LODGE-URBANA,** Urbana, IL	131	3,969	70
78	30,233	**VALLEY HILTON HOTEL,** Sherman Oaks, CA	215	6,500	71
79	30,233	**DRAKE OAKBROOK HOTEL,** Oak Brook, IL	172	5,200	55
80	30,188	**BAY PARK HOTEL,** Monterey, CA	80	2,415	79
81	30,000	**GRANDVIEW HOLIDAY INN,** Lake Placid, NY	200	6,000	65
82	29,412	**HOLIDAY INN RESORT,** Monterey, CA	204	6,000	65
83	29,167	**RESIDENCE INN BY MARRIOTT,** Shelton, CT	96	2,800	85
84	29,078	**HOLIDAY INN,** Yonkers, NY	103	2,995	75
85	28,846	**HOLIDAY INN-OCEANSIDE,** Vero Beach, FL	104	3,000	72
86	28,846	**BARBARA WORTH COUNTRY CLUB,** Holtville, CA	104	3,000	69
87	28,529	**RADISSON HOTEL,** Pittsburgh, PA	333	9,500	67
88	28,440	**TULSA MARRIOTT HOTEL,** Tulsa, OK	336	9,556	74
89	28,333	**BELLEVUE HILTON,** Bellevue, WA	180	5,100	70
90	28,000	**HOLIDAY INN-MONTGOMERY FIELD,** San Diego, CA	225	6,300	73
91	28,000	**QUALITY SUITES,** Marlborough, MA	100	2,800	80
92	27,928	**WESTCHESTER MARRIOTT HOTEL,** Tarrytown, NY	444	12,400	74
93	27,919	**SHERATON ORLANDO NORTH,** Maitland, FL	394	11,000	75
94	27,912	**ADAM'S MARK HOTEL,** Houston, TX	604	16,859	63
95	27,778	**BEST WESTERN FABULOUS WESTWARD HO HOTEL,** Grand Forks, ND	108	3,000	72
96	27,778	**THE COUNTRY INN,** Berkeley Springs, WV	72	2,000	80
97	27,762	**ORLANDO MARRIOTT INTERNATIONAL DRIVE,** Orlando, FL	1,077	29,900	83
98	27,742	**FRENCH QUARTER SUITES HOTEL,** Atlanta, GA	155	4,300	67
99	27,723	**HOLIDAY INN-F** Fairborn, OH	202	5,600	70
100	27,306	**HOLIDAY INN-TANGLEWOOD,** Roanoke, VA	196	5,352	62

HIGHWAY

1	88,364	[illegible], Elliott City, MD	173	12,000	48
2	62,196	**HANOVER INN AT DARTMOUTH COLLEGE,** Hanover, NH	92	5,722	65
3	52,876	[illegible], Columbia, SC	214	11,316	75
4	47,838	**LOEWS GLENPOINTE HOTEL,** Teaneck, NJ	345	16,504	60
5	46,000	[illegible], Ann Arbor, MI	180	7,515	70
6	43,344	**BEST WESTERN GRAND CANYON SQUIRE INN,** Grand Canyon, AZ	151	6,545	78
7	42,627	[illegible], Jamesburg, NJ	150	6,394	65
8	40,139	**BEST WESTERN INN AT HUNT'S LANDING,** Matamoras, PA	108	4,335	70
9	40,000	[illegible], North Andover, MA	50	2,000	65
10	38,319	**HOLIDAY INN,** Matteson, IL	204	7,817	77
11	37,027	[illegible], Bethlehem, PA	192	7,148	74
12	36,708	**CHARLOTTE MARRIOTT EXECUTIVE PARK,** Charlotte, NC	298	10,939	75
13	36,414	[illegible], Birmingham, AL	329	12,000	69
14	35,460	**CINCINNATI MARRIOTT,** Cincinnati, OH	352	12,482	70
15	35,211	[illegible], Bloomington, IL	180	6,338	70
16	34,655	**CROSS KEYS INN,** Baltimore, MD	148	5,129	56
17	34,427	[illegible], Iowa City, IA	96	3,305	60
18	34,231	**WYNDHAM HOTEL GREENSPOINT,** Houston, TX	472	16,157	70
19	33,900	[illegible], Santa Rosa, CA	104	3,523	69
20	33,803	**SANTA BARBARA INN,** Santa Barbara, CA	71	2,400	59
21	33,000	[illegible], [illegible]	169	5,600	70
22	32,090	**BEST WESTERN TULALIP INN,** Marysville, WA	67	2,150	75
23	31,000	[illegible], [illegible]	112	3,472	75
24	30,449	**HOLIDAY INN PYRAMID,** Albuquerque, NM	312	9,500	75

TOP PERFORMER 400 PROFILE

HOLIDAY INN
Bethlehem, PA

MARCIA M. MIHALOVICH
General Manager

Rooms: 192

Total Sales: $7.1 Million

Room Sales: $3.5 Million

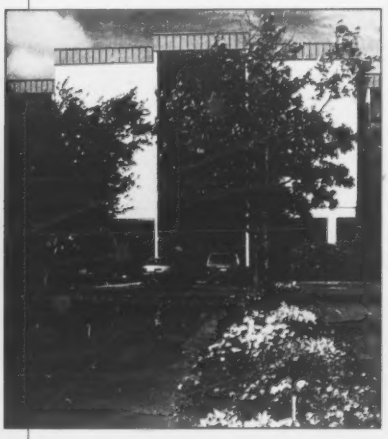
F&B Sales: $3.4 Million

Situated in the middle of an industrial park in rural Hanover Township, the 20-year-old Holiday Inn Bethlehem is a family enterprise. East Upland Associates, comprised of sisters Maria Thulin and Martha Zumas, owns the 192-room property. Operations are overseen by the Cetro Corp., headed by Thulin's husband, Richard.

It is the attitude of the owners toward the hotel's 165 employees that sets this property apart from its competition, says General Manager Marcia Mihalovich. "Every employee is empowered to do whatever it takes to make the guest happy, even if it means 'comping' a room," she says.

The results are easily measured: Last year, the Holiday Inn Bethlehem was one of 13 Holiday Inns nationwide without a single guest complaint made to headquarters.

TOP PERFORMER
400
PROFILE



CHUMAREE HOTEL
Salem, OR

TOM LUBBE
General Manager

Rooms: 150

Total Sales: $4.1 Million

Room Sales: $1.9 Million

F&B Sales: $2.0 Million

Big changes are in the works at the Chumaree Hotel and Convention Center. An independent since it opened in 1980, the 150-room property is about to hoist a flag: Within two months, it will become the Quality Inn & Conference Center.

Located on highway I-5 in Salem, the hotel is owned by Stan Culver and managed by the San Luis Obispo, CA-based Sterling Hotel Corp.

According to General Manager Tom Lubbe, the conversion involves extensive improvements to the hotel's facilities. Guestrooms are redone, and lobby and other public-area renovations are ongoing. The hotel bar has a new California beach theme.

Lubbe says the hotel plans to concentrate more on group and association business. "The Quality name will be a great asset," he adds.

25	29,825	**WASHINGTON DUKE INN & GOLF CLUB,** Durham, NC	171	5,100	53
26	29,293	**STOCKTON HILTON,** Stockton, CA	198	5,800	72
27	29,034	**ECHO LODGE,** South Burlington, VT	177	5,139	74
28	28,890	**JUMER'S CASTLE LODGE-BETTENDORF,** Bettendorf, IA	210	6,067	72
29	28,877	**ADAM'S MARK-KANSAS CITY,** Kansas City, MO	374	10,800	61
30	28,550	**HOLIDAY INN,** Willow Brook, IL	220	6,281	76
31	27,709	**RAMADA CONFERENCE CENTER,** Lewiston, ME	117	3,242	68
32	27,679	**BEST WESTERN INN,** Thief River Falls, MN	78	2,159	80
33	27,500	**BEST WESTERN WINDSOR OAKS INN,** Grayville, IL	60	1,650	78
34	27,493	**CHUMAREE HOTEL,** Salem, OR	150	4,124	63
35	27,415	**QUALITY INN,** Bedford, PA	53	1,453	72
36	27,273	**DEERFIELD BEACH/BOCA RATON HILTON,** Deerfield Beach, FL	220	6,000	60
37	27,016	**SHERATON INN NORWICH,** Norwich, CT	124	3,350	55
38	26,670	**RAMADA INN & CONFERENCE CENTER,** Grand Forks, ND	100	2,666	76
39	26,657	**FORT LAUDERDALE MARRIOTT NORTH,** Fort Lauderdale, FL	321	8,557	64
40	26,490	**HOLIDAY INN,** Benton Harbor, MI	151	4,000	65
41	26,364	**KIMBALLS BY THE SEA,** Cohasset, MA	55	1,450	46
42	26,043	**QUALITY INN RIVERSIDE,** Fulton, NY	70	1,823	76
43	26,000	**HOLIDAY INN,** Zanesville, OH	100	2,600	74
44	25,720	**WESTCOAST PACIFIC HOTEL,** Everett, WA	250	6,430	60
45	25,433	**HOLIDAY INN,** Bluefield, WV	120	3,052	75
46	25,211	**BEST WESTERN INN,** Cobleskill, NY	76	1,916	65
47	25,000	**CLARKS QUALITY INN,** Easley, SC	100	2,500	70
48	24,865	**RAMADA INN,** DuBois, PA	96	2,387	69
49	24,857	**BUCK MEADOWS LODGE,** Groveland, CA	21	522	75
50	24,793	**HOLIDAY INN,** Newburgh, NY	121	3,000	80
51	24,741	**JUMER'S CONTINENTAL INN-GALESBURG,** Galesburg, IL	147	3,637	64
52	24,615	**HAMPTON INN-SANTA CLARITA,** Newhall, CA	130	3,200	93
53	24,359	**NORTH COAST INN,** Arcata, CA	78	1,900	76
54	24,272	**BEST WESTERN LANDMARK HOTEL,** Lynnwood, MA	103	2,500	71
55	24,138	**HOLIDAY INN,** Eveleth, MN	145	3,500	68
56	24,111	**HARVEY HOTEL,** Plano, TX	279	6,727	65
57	23,913	**HOLIDAY INN,** Terre Haute, IN	230	5,500	78
58	23,729	**BEST WESTERN HITCHING POST INN,** Cheyenne, WY	236	5,600	72
59	22,727	**WEST PARK INN,** Knoxville, TN	88	2,000	65
60	22,645	**ROSWELL INN,** Roswell, NM	121	2,740	70
61	22,619	**HOLIDAY INN,** West Memphis, AR	126	2,850	80
62	22,467	**BEST WESTERN INN OF HOPE,** Hope, AR	75	1,685	72

AIRPORT

1	55,369	**RED LION HOTEL,** San Jose, CA	507	28,072	74
2	54,167	**BEST WESTERN THE LANDING,** Ketchikan, AK	48	2,600	80
3	50,408	**CLARION HOTEL,** Anchorage, AK	248	12,500	83
4	46,875	**BARNABEY'S HOTEL,** Manhattan Beach, CA	128	6,000	71
5	44,506	**PITTSBURGH AIRPORT MARRIOTT,** Coraopolis, PA	314	13,828	75
6	44,444	**ALBANY MARRIOTT,** Albany, NY	360	16,000	74
7	40,215	**SHERATON AT BRADLEY INTERNATIONAL AIRPORT,** Windsor Locks, CT	237	9,531	73
8	40,000	**MIAMI AIRPORT HILTON & MARINA,** Miami, FL	500	20,000	70
9	37,288	**CHARLESTON MARRIOTT HOTEL,** North Charleston, SC	295	11,000	82
10	37,190	**RED LION HOTEL-ORANGE COUNTY AIRPORT,** Costa Mesa, CA	484	18,000	70
11	36,864	**SEATTLE AIRPORT HILTON,** Seattle, WA	173	6,329	77
12	36,408	**SHERATON MUSIC CITY,** Nashville, TN	412	15,000	77
13	36,355	**LADERA PLAZA HOTEL & GOLF COURSE,** Manhattan Beach, CA	390	13,815	74
14	35,944	**ORLANDO AIRPORT MARRIOTT,** Orlando, FL	484	17,397	83
15	35,809	**SHERATON DESIGN CENTER HOTEL,** Dania, FL	251	9,003	74
16	35,802	**JUNEAU AIRPORT TRAVELODGE,** Juneau, AK	86	3,079	73
17	34,880	**ROCHESTER MARRIOTT AIRPORT,** Rochester, NY	210	7,327	80
18	34,323	**MIAMI INTERNATIONAL AIRPORT HOTEL,** Miami, FL	260	8,924	93
19	33,500	**ROANOKE AIRPORT MARRIOTT,** Roanoke, VA	320	10,738	80
20	32,468	**CROWN STERLING SUITES,** Santa Ana, CA	308	10,000	55
21	32,000	**HOLIDAY INN AIRPORT,** Little Rock, AR	201	6,447	81
22	31,915	**CLEVELAND AIRPORT MARRIOTT,** Cleveland, OH	376	12,000	72
23	31,800	**HOLIDAY INN PORT MYERS AIRPORT,** Fort Myers, FL	227	7,234	82
24	31,414	**KANSAS CITY AIRPORT MARRIOTT,** Kansas City, MO	382	12,000	75

TOP PERFORMER
400
PROFILE

SHERATON DESIGN CENTER

Dania, FL

MARCO A. MANZIE

General Manager

Rooms: 251

Total Sales: $9.0 Million

Room Sales: $4.6 Million

F&B Sales: $4.0 Million

The five-year-old Sheraton Design Center Hotel is a tranquil retreat amid the frenetic activity of the Fort Lauderdale/Hollywood International Airport. Owned by Griffin Road Joint Venture and operated by TCC, the property boasts facilities uncommon to the traditional airport hotel.

In planning the Sheraton Design Center, its owners sought to give the upscale corporate traveler a taste of Fort Lauderdale's leisurely side. Thus, the hotel's ample meeting space and working-desk-outfitted guestrooms are complemented by tennis courts, a swimming pool and a health club.

"Although most of our guests come here on business, they're still able to enjoy the fun side of traveling to a leisure destination," says Marco A. Manzie, the property's general manager.

THUNDERBIRD HOTEL
Bloomington, MN

RODNEY WALLACE
President & Chief Executive Officer

Rooms: 263

Total Sales: $6.8 Million

Room Sales: $3.2 Million

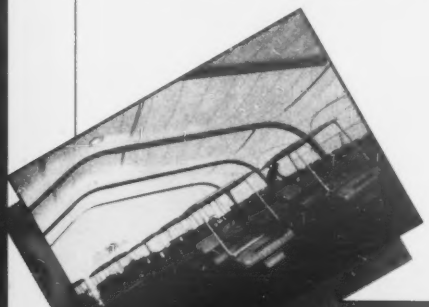
F&B Sales: $3.1 Million

With 27,750 square feet of meeting space, Rodney Wallace's Best Western Thunderbird Hotel and Convention Center specializes in the business travel and convention trade. Located at the Minneapolis/St. Paul Airport, the property ranks as the Twin Cities' third-largest convention hotel.

As the Thunderbird approaches its 29th year, however, its client base is about to expand: Going up next door is the billion-dollar Mall of America, an indoor Knott's Berry Farm theme park surrounded by miles of upscale stores. Slated to open next summer, the project likely will draw families in droves.

25	30,488	**LE BARON HOTEL,** San Jose, CA	328	10,000	80
26	30,418	**RADISSON HOTEL,** San Diego, CA	263	8,000	64
27	29,412	**AIRPORT HILTON INN,** Philadelphia, PA	238	7,000	79
28	29,213	**NEW ORLEANS AIRPORT HILTON,** Kenner, LA	315	9,202	56
29	28,302	**EMBASSY SUITES-AIRPORT,** Denver, CO	212	6,000	70
30	27,493	**HOLIDAY INN CROWNE PLAZA AT NATIONAL AIRPORT,** Arlington, VA	635	17,458	70
31	26,633	**DUNFEY HOTEL,** San Mateo, CA	270	7,191	60
32	26,213	**THUNDERBIRD HOTEL & CONVENTION CENTER,** Bloomington, MN	263	6,894	61
33	26,004	**LOS ANGELES AIRPORT HILTON & TOWERS,** Los Angeles, CA	1,279	33,259	67
34	25,972	**NORFOLK AIRPORT HILTON,** Norfolk, VA	250	6,493	75
35	25,909	**ST. LOUIS AIRPORT HILTON,** St. Louis, MO	220	5,700	68
36	25,648	**AIRPORT PLAZA HOTEL,** Reno, NV	270	6,925	80
37	25,490	**THE GRAND MILWAUKEE HOTEL,** Milwaukee, WI	510	13,000	68
38	25,357	**BEST WESTERN AIRPORT EXECUTEL,** Seattle, WA	140	3,550	72

WHEN ADDING S·P·A·C·E IS A MUST.



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THE CHAIN REPORT

		Rooms	Number of Properties	Company Owned	Franchised Licensed	Management Contract	Other	Rooms	Number of Properties
1	**Holiday Inn Worldwide** *Atlanta*								
	Holiday Inn Hotels	258,783	1,350	0	1,245	0	*105	43,674	196
	Holiday Inn Crowne Plaza	8,195	20	0	11	0	*9	8,866	29
	Holiday Inn Express	780	6	0	3	0	*3	0	0
	Holiday Inn Garden Court	0	0	0	0	0	0	1,174	12
	TOTAL	**267,798**	**1,376**	**0**	**1,259**	**0**	**117**	**53,714**	**236**
2	**Choice Hotels International** *Silver Spring, MD*								
	Comfort Inns/Suites	78,543	845	2	843	0	0	3,633	45
	Quality Inns/Hotels/Suites	56,808	435	7	428	0	0	13,632	112
	Clarion Hotels/Suites/Resorts and Carriage House Inns	11,557	68	1	67	0	0	2,580	25
	Sleep Inns	2,573	31	0	31	0	0	2,723	30
	Rodeway Inns	15,966	152	2	150	0	0	307	2
	Econo Lodges	58,706	787	0	787	0	0	362	6
	Friendship Inns	6,576	133	0	133	0	0	189	4
	TOTAL	**230,729**	**2,451**	**12**	**2,439**	**0**	**0**	**23,426**	**224**
3	**Best Western International** *Phoenix*								
	Best Western	164,861	1,793	0	0	0	0	96,643	1,457
	TOTAL	**164,861**	**1,793**	**0**	**0**	**0**	**0**	**96,643**	**1,457**
4	**Marriott Corp.** *Washington, DC*								
	Marriott Hotels/Resorts/Suites	96,556	226	29	54	143	0	8,300	21
	Residence Inn	20,996	172	65	64	43	0	0	0
	Fairfield Inn	10,693	84	80	4	0	0	0	0
	Courtyard	26,608	195	71	4	120	0	0	0
	TOTAL	**154,853**	**677**	**245**	**126**	**306**	**0**	**8,300**	**21**
5	**Hospitality Franchise Systems** *Wayne, NJ*								
	Howard Johnson	57,894	459	0	459	0	0	2,378	19
	Ramada	88,322	530	0	530	0	0	0	0
	TOTAL	**146,216**	**989**	**0**	**989**	**0**	**0**	**2,378**	**19**
6	**Days Inns of America** *Atlanta*								
	Days Inn	128,664	1,108	4	1,081	23	0	2,914	26
	Daystop	2,939	61	0	61	0	0	0	0
	TOTAL	**131,603**	**1,169**	**4**	**1,142**	**23**	**0**	**2,914**	**26**
7	**Hilton Hotels Corp.** *Beverly Hills, CA*								
	Hilton Hotels	42,543	46	23	0	46	0	0	0
	Hilton Inns (includes CrestHill)	49,833	203	0	203	0	0	0	0
	Hilton Suites	1,095	5	5	0	5	0	0	0
	Conrad Hotels	0	0	0	0	0	0	2,196	7
	TOTAL	**93,471**	**254**	**28**	**203**	**51**	**0**	**2,196**	**7**

*Co-owned or managed properties.

		Rooms	Number of Properties	Company Owned	Franchised Licensed	Management Contract	Other	Rooms	Number of Properties
8	**ITT Sheraton Corp.** *Boston*								
	Sheraton Hotels	51,679	137	0	102	0	*35	38,577	103
	Sheraton Inns	22,464	123	0	120	0	*3	960	6
	Sheraton Resorts	9,425	26	0	14	0	*12	6,724	26
	Sheraton Suites	755	3	0	1	0	*2	0	0
	TOTAL	**84,323**	**289**	**0**	**237**	**0**	**52**	**46,261**	**135**
9	**Motel 6** *Dallas*								
	Motel 6	70,340	618	618	0	0	0	0	0
	TOTAL	**70,340**	**618**	**618**	**0**	**0**	**0**	**0**	**0**
10	**The Promus Companies Inc.** *Memphis*								
	Embassy Suites	22,949	94	8	43	18	**25	0	0
	Hampton Inn	33,384	265	15	230	1	**19	0	0
	Homewood Suites	2,034	18	8	10	0	0	0	0
	Harrah's	4,541	5	5	0	0	0	0	0
	TOTAL	**62,908**	**382**	***36**	**283**	**19**	****44**	**0**	**0**
11	**Hyatt Hotels Corp.** *Chicago*								
	Hyatt Hotels	57,137	105	***0	0	105	0	646	1
	Hyatt International	444	1	0	0	1	0	19,500	53
	TOTAL	**57,561**	**106**	**0**	**0**	**106**	**0**	**20,146**	**54**
12	**Super 8 Enterprises, Inc.** *Aberdeen, SD*								
	Super 8 Motels	50,133	810	52	758	0	0	735	10
	TOTAL	**50,133**	**810**	**52**	**758**	**0**	**0**	**735**	**10**
13	**Carlson Hospitality Group, Inc.** *Minneapolis*								
	Radisson Hotels International	39,299	160	n/a	133	27	0	11,219	52
	Colony Hotels & Resorts	7,298	37	n/a	11	26	0	1,371	5
	Country Lodging by Carlson	1,906	20	n/a	20	0	0	584	8
	TOTAL	**48,503**	**217**	**0**	**164**	**53**	**0**	**13,174**	**65**
14	**Forte Hotels, Inc.** *El Cajon, CA*								
	Travelodge	34,594	433	158	272	50	0	0	0
	Travelodge Hotels	6,653	30	27	3	5	0	0	0
	Thriftlodge	237	4	4	0	0	0	0	0
	Forte Hotels	0	0	0	0	0	0	72,000	900
	TOTAL	**41,484**	**467**	**189**	**275**	**55**	**0**	**72,000**	**900**
15	**La Quinta Motor Inns, Inc.** *San Antonio*								
	La Quinta Inns	26,458	207	203	4	0	0	0	0
	TOTAL	**26,458**	**207**	**203**	**4**	**0**	**0**	**0**	**0**
16	**Hospitality International** *Atlanta*								
	Red Carpet Inn	12,800	127	0	127	0	0	150	2
	Scottish Inns	10,100	153	0	153	0	0	84	1
	Master Hosts Inns/Resorts	2,600	19	0	19	0	0	170	2
	TOTAL	**25,500**	**299**	**0**	**299**	**0**	**0**	**404**	**5**
17	**R&B Realty Group** *Los Angeles*								
	Oakwood Corporate Apartments	24,761	46	32	0	14	0	0	0
	TOTAL	**24,761**	**46**	**32**	**0**	**14**	**0**	**0**	**0**
18	**Red Roof Inns** *Hilliard, OH*								
	Red Roof Inns	23,261	209	209	0	0	0	0	0
	TOTAL	**23,261**	**209**	**209**	**0**	**0**	**0**	**0**	**0**
19	**Westin Hotels & Resorts** *Seattle*								
	Westin Hotels & Resorts	20,439	33	****13	0	20	0	13,435	29
	TOTAL	**20,439**	**33**	*****13**	**0**	**20**	**0**	**13,435**	**29**
20	**Economy Lodging Systems, Inc.** *Warrensville Heights, OH*								
	Knights Inn	15,120	126	0	72	55	0	0	0
	Arborgate Inn	1,470	21	0	16	5	0	0	0
	Knights Court	300	3	0	3	0	0	0	0
	Knights Stop	200	2	0	2	0	0	0	0
	TOTAL	**17,090**	**152**	**0**	**92**	**60**	**0**	**0**	**0**

* Properties owned or under management contract
** Joint ventures managed by Promus
*** Partial ownership in some hotels
**** Not all fully owned by Westin

		Rooms	Number of Properties	Company Owned	Franchised Licensed	Management Contract	Other	Rooms	Number of Properties
21	**Preferred Hotels & Resorts Worldwide** *Oakbrook Terrace, IL*								
	Preferred Hotels & Resorts	15,250	65	0	0	0	0	9,404	37
	TOTAL	**15,250**	**65**	**0**	**0**	**0**	**0**	**9,404**	**37**
22	**Doubletree Hotels Corp.** *Phoenix*								
	Doubletree Hotels	11,728	36	7	0	34	0	0	0
	Doubletree Club Hotels	3,426	20	4	20	11	0	208	1
	TOTAL	**15,154**	**56**	**11**	**20**	**45**	**0**	**208**	**1**
23	**Park Inns International, Inc.** *Irving, TX*								
	Park Plaza Hotel	3,223	8	2	6	2	0	0	0
	Park Plaza Suites	251	1	0	1	0	0	0	0
	Park Inn International	10,160	78	1	77	0	0	1,775	12
	Park Inn Club & Breakfast	528	4	1	3	0	0	0	0
	TOTAL	**14,162**	**91**	**4**	**87**	**2**	**0**	**1,775**	**12**
24	**Omni Hotels** *Hampton, NH*								
	Omni Hotels	13,660	35	0	12	23	0	2,827	6
	TOTAL	**13,660**	**35**	**0**	**12**	**23**	**0**	**2,827**	**6**
25	**Stouffer Hotel Company** *Cleveland*								
	Stouffer Hotels	10,635	20	5	0	8	12	0	0
	Stouffer Resorts	2,967	13	2	0	1	5	0	0
	Stouffer Presidente Hotels/Resorts	0	0	0	0	0	0	2,295	7
	TOTAL	**13,602**	**33**	**7**	**0**	**9**	**17**	**2,295**	**7**
26	**Red Lion Hotels & Inns** *Vancouver, WA*								
	Red Lion Hotels & Inns	12,630	50	*29	0	**11	0	0	0
	TOTAL	**12,630**	**50**	**29**	**0**	**11**	**0**	**0**	**0**
27	**Outrigger Hotels Hawaii** *Honolulu*								
	Outrigger Hotels	8,681	23	14	0	7	2	0	0
	Royal Resorts	543	1	0	0	1	0	0	0
	Outrigger Lodging Services	972	4	2	0	2	0	0	0
	TOTAL	**10,196**	**28**	**16**	**0**	**10**	**2**	**0**	**0**
28	**Budgetel Inns, Inc.** *Milwaukee*								
	Budgetel Inns	9,500	89	71	18	0	0	0	0
	TOTAL	**9,500**	**89**	**71**	**18**	**0**	**0**	**0**	**0**
29	**Wyndham Hotels & Resorts** *Dallas*								
	Wyndham Luxury Hotels	4,152	11	6	0	4	1	0	0
	Wyndham Garden Hotels	3,299	19	18	0	1	0	0	0
	Wyndham Resorts	1,566	4	1	0	3	0	0	0
	TOTAL	**9,017**	**34**	**25**	**0**	**8**	**1**	**0**	**0**
30	**National 9 Inns** *Salt Lake City*								
	National 9 Inns	8,200	173	2	171	0	0	0	0
	TOTAL	**8,200**	**173**	**2**	**171**	**0**	**0**	**0**	**0**
31	**Allstar Inns, L.P.** *Santa Barbara, CA*								
	Allstar Inns	7,759	73	73	0	0	0	0	0
	TOTAL	**7,759**	**73**	**73**	**0**	**0**	**0**	**0**	**0**
32	**W.B. Johnson Properties** *Atlanta*								
	The Ritz-Carlton Hotel Company	7,510	22	***0	0	22	0	1	106
	TOTAL	**7,510**	**22**	**0**	**0**	**22**	**0**	**1**	**106**
33	**Budget Host Inns** *Fort Worth, TX*								
	Budget Host Inns	7,200	177	0	177	0	0	0	0
	TOTAL	**7,200**	**177**	**0**	**177**	**0**	**0**	**0**	**0**
34	**Shoney's, Inc.** *Nashville*								
	Shoney's Inn	6,500	60	2	58	4	0	0	0
	TOTAL	**6,500**	**60**	**2**	**58**	**4**	**0**	**0**	**0**
35	**Drury Inns, Inc.** *St. Ann, MO*								
	Drury Inn	4,824	40	40	0	0	0	0	0
	Thrifty Inn	1,079	13	12	0	0	0	0	0
	TOTAL	**5,903**	**53**	**52**	**0**	**0**	**0**	**0**	**0**

* Includes seven joint ventures.
** Includes 10 hotels in publicly traded master limited partnership.
*** Company does not disclose ownership information.

		Rooms	Number of Properties	Company Owned	Franchised Licensed	Management Contract	Other	Rooms	Number of Properties
36	**Beacon Hotel Corp.** *Boston*								
	Guest Quarters	5,784	28	11	1	16	0	0	0
	TOTAL	**5,784**	**28**	**11**	**1**	**16**	**0**	**0**	**0**
37	**Loews Corp.** *New York City*								
	Loews Hotels	5,732	12	7	0	5	0	1,063	2
	TOTAL	**5,732**	**12**	**7**	**0**	**5**	**0**	**1,063**	**2**
38	**New World Hotels Ltd.** *Kowloon, Hong Kong*								
	Ramada Renaissance	4,518	13	1	6	6	0	9,101	30
	Ramada Hotel/Inn	1,127	2	2	0	0	0	12,914	63
	TOTAL	**5,645**	**15**	**3**	**6**	**6**	**0**	**22,015**	**93**
39	**Nendels Corp.** *Seattle*								
	Nendels Inns	5,062	64	0	64	0	0	120	2
	TOTAL	**5,062**	**64**	**0**	**64**	**0**	**0**	**120**	**2**
40	**Shilo Inns** *Portland, OR*								
	Shilo Inns	4,852	48	48	0	0	0	0	0
	TOTAL	**4,852**	**48**	**48**	**0**	**0**	**0**	**0**	**0**
41	**Independent Motels of America** *Winner, SD*								
	Independent Motels of America	4,655	127	0	127	0	0	0	0
	TOTAL	**4,655**	**127**	**0**	**127**	**0**	**0**	**0**	**0**
42	**Four Seasons Hotels & Resorts** *Toronto*								
	Four Seasons Hotels & Resorts	4,184	13	*0	0	13	0	196	1
	TOTAL	**4,184**	**13**	***0**	**0**	**13**	**0**	**196**	**1**
43	**Signature Inns, Inc.** *Indianapolis*								
	Signature Inn	3,780	31	8	23	23	0	0	0
	TOTAL	**3,780**	**31**	**8**	**23**	**23**	**0**	**0**	**0**
44	**Lexington Management** *Dallas*								
	Lexington Hotel Suites	2,560	16	0	3	13	0	0	0
	Lexington Inn	112	1	0	0	1	0	0	0
	TOTAL	**2,672**	**17**	**0**	**3**	**14**	**0**	**0**	**0**
45	**Wilson Hotel Management Company** *Memphis*								
	Wilson World Hotels	1,293	6	0	0	6	0	0	0
	Wilson Inns	1,306	12	0	0	12	0	0	0
	TOTAL	**2,599**	**18**	**0**	**0**	**18**	**0**	**0**	**0**
46	**Hawthorn Suites** *Waltham, MA*								
	Hawthorn Suites	2,500	15	5	10	5	0	0	0
	TOTAL	**2,500**	**15**	**5**	**10**	**5**	**0**	**0**	**0**
47	**Downtowner-Passport International** *Nashville*								
	Downtowner Motor Inns	325	3	0	3	0	0	0	0
	Passport Inns	2,075	37	0	37	0	0	0	0
	TOTAL	**2,400**	**40**	**0**	**40**	**0**	**0**	**0**	**0**
48	**Aston Hotels & Resorts** *Honolulu*								
	Aston Hotels	2,136	13	3	0	12	0	44	2
	TOTAL	**2,136**	**13**	**3**	**0**	**12**	**0**	**44**	**2**
49	**Sonesta International Hotels Corp.** *Boston*								
	Sonesta Hotels	2,002	6	2	0	4	0	1,987	8
	TOTAL	**2,002**	**6**	**2**	**0**	**4**	**0**	**1,987**	**8**
50	**Journey's End Corp.** *Belleville, ON*								
	Journey's End Hotels & Motels	1,535	17	0	0	17	0	10,993	119
	TOTAL	**1,537**	**17**	**0**	**0**	**17**	**0**	**10,993**	**119**

* Partial ownership in some hotels

TOP MANAGEMENT COMPANIES

Company Name	Rooms	Properties	Brands Managed
INTERSTATE HOTELS CORP. Circle 350	16,014	44	Marriott, Sheraton, Radisson, independents
MHM, INC. Circle 351	15,914	89	Hilton, Sheraton, Days, Holiday, Omni, Howard Johnson, Radisson, Royce, Sonesta, Independents
LARKEN, INC. Circle 352	13,000	75	Holiday, Hilton, Ramada, Best Western
THE CONTINENTAL COMPANIES Circle 353	12,300	51	Hampton, Holiday, Ramada, Radisson, Sheraton, Embassy Suites, Omni
WINEGARDNER & HAMMONS Circle 354	12,150	59	Holiday, Radisson, Embassy, Homewood, Residence Inn, Quality Suites
AIRCOA HOSPITALITY SERVICES Circle 355	12,085	41	Amberley Suites, Clarion, Comfort Inn, Hilton, Holiday, Quality, Radisson, Regal, Sheraton, Wynfield
HMS/ECONOMY LODGING SYSTEMS Circle 356	9,400	85	Knights Inn, Comfort Inn, Travelodge, Holiday, Econo Lodge, Ramada Inn,
PRIME MANAGEMENT CO. Circle 357	8,457	49	Howard Johnson, Holiday, Ramada, Sheraton, Days, Independents
WESTBROOKE HOSPITALITY CORP. Circle 358	7,952	52	Comfort Inn, Compri, Days Inn, Hawthorn Suites, Hilton, Holiday, Howard Johnson, Radisson and more
SUMMIT HOTEL MANAGEMENT Circle 359	7,555	47	Holiday, Hilton, Days, Red Carpet, Best Western, Residence Inn, Embassy Suites, Sheraton and more
MOTELS OF AMERICA Circle 360	7,257	93	Super 8, Cricket, I-85, Orchard Inn
COMMONWEALTH HOSPITALITY LTD. Circle 361	6,723	30	Holiday, Radisson, an independent
AMERICAN GENERAL HOSPITALITY Circle 362	6,546	40	Holiday, Hilton, Embassy Suites, Ramada, Days
HOTEL INVESTORS CORP. Circle 363	6,496	42	Hilton, Sheraton, Embassy, Residence, Holiday, Ramada, Days, Rodeway, Best Western, Independents
VISTA HOST Circle 364	6,381	45	Hampton, Holiday, Hilton, Comfort, Residence Howard Johnson, Dillon
SAGE DEVELOPMENT RESOURCES Circle 365	6,345	40	Ramada, Shoney's, Travelodge, Howard Johnson, Park, Quality, Clarion, Days, Radisson
OCEAN HOSPITALITIES Circle 366	6,170	32	Hilton, Sheraton, Holiday, Fairfield Inn, Days, Econo Lodge
HOSTMARK INTERNATIONAL Circle 367	5,862	36	Holiday, Ramada, Sheraton, Hilton, Comfort, Days, Travelodge, Super 8, Knights Inn
PRISM HOTEL CO. Circle 368	5,445	38	Comfort Inn, Compri, Days, Hawthorn Suites, Hilton, Holiday, Howard Johnson,and more

Company	Rooms	Properties	Brands Managed
CP HOTELS Circle 369	4,500	25	Holiday, Sheraton, Hilton, Comfort, Days, Best Western
MARINER HOTEL CORP. Circle 370	4,407	16	Marriott, Hilton, Hampton, Holiday, Days, Embassy Suites, Best Western, Sheraton
EQUITY HOTEL CORP. Circle 371	4,291	25	Sonesta, Sheraton, Days, Howard Johnson, HoJo, Best Western, independents
LODGING UNLIMITED Circle 372	4,275	31	Comfort, Days, Ramada, Quality Suites, Holiday, Knights Inn, Save Inn
GUILD HOTEL MANAGEMENT CO. Circle 373	4,223	30	Ramada, Best Western, Holiday, Radisson, Quality, Howard Johnson
WILSON HOTEL MANAGEMENT CO. Circle 374	4,188	29	Wilson World, Wilson Inn, Holiday, Ramada, Military Inn
RESOURCES HOTEL MGMT. SERVICES Circle 375	4,091	29	Days, Comfort, Radisson
THE HOTEL GROUP Circle 376	4,000	20	Hampton, Travelodge, Best Western, Ramada, Days, Executive Inn, Embassy, Radisson, Sheraton, Clarion
THE MANAGEMENT GROUP Circle 377	4,000	12	Radisson, Omni, Sheraton, Embassy, Holiday, Days
HORIZON HOTELS Circle 378	3,493	12	Holiday, Howard Johnson, Ramada, Sheraton, Best Western
SUNWAY HOTEL GROUP Circle 379	3,438	20	Travelodge, Hilton, Holiday, Days, Howard Johnson, Knights Inn, Ramada, independents and resorts
HOST MANAGEMENT Circle 380	3,400	9	Radisson, Comfort, La Quinta, independent resort
SUNBELT HOTELS Circle 381	3,380	13	Hilton, Ramada, Quality, Sheraton, Holiday
INN DEVELOPMENT & MGMT. Circle 382	3,315	17	Hilton, Holiday, Days, Best Western
PALM BEACH HOTEL GROUP Circle 383	3,239	14	Sheraton, Holiday, Howard Johnson, Ramada, Hampton, Holiday, independents and resorts
VICTOR MANAGEMENT CO. Circle 384	3,320	21	Holiday, Hampton, Radisson, Hilton, Sheraton, Omni, Clarion, Quality, Rodeway, Econo Lodge and more
COAKLEY & WILLIAMS Circle 385	3,055	17	Hilton, Holiday, Days, Ramada, Best Western, Howard Johnson, Econo Lodge, independents
REGISTRY HOTEL CORP. Circle 431	3,044	13	Registry, Hilton, Sheraton, Holiday, Ramada, Best Western
INTERSTATE MANAGEMENT Circle 386	3,022	20	Comfort, Sheraton, Quality Suites, Ramada, Hampton
HOSPITALITY MANAGEMENT CORP. Circle 387	3,001	13	Sheraton, Ramada, Hilton, Holiday, independents
GAL-TEX HOTEL CORP. Circle 388	3,000	15	Ramada, Holiday, independents
GULF COAST DEVELOPMENT Circle 389	2,888	28	Shoney's, AmeriSuites
METRO HOTELS Circle 390	2,863	15	Hilton, Sheraton, Clarion, Omni
PRATT HOTEL CORP. Circle 391	2,686	6	Sheraton, Holiday, Hampton, Ramada, Sands
HOTEL MANAGEMENT SERVICES Circle 392	2,548	20	Comfort, Holiday, Quality, Travelodge, Days, Hampton, Welcome Inn, Hometown Inn
LODGING HOSPITALITY MGMT. Circle 393	2,533	13	Hilton, Holiday, Ramada, Days
HOSPITALITY CONSULTANTS Circle 394	2,500	12	Hilton, Ramada, Holiday, Sheraton, Quality, Radisson, Days
VILLAGE RESORTS Circle 395	2,500	18	Independent hotels and resort condominiums
BECK GROUP MANAGEMENT CORP. Circle 396	2,500	18	Knights Inn, Best Western, Envoy
AMPAK HOTEL GROUP Circle 397	2,455	17	Ramada, Best Western, Quality, Comfort, Howard Johnson, Days Marriott, Econo Lodge
DESTINATION HOTELS & RESORTS Circle 398	2,400	15	Doubletree, Radisson, Destination Resorts
LANDCOM HOSPITALITY MGMT. CO. Circle 399	2,370	11	Residence inn, Holiday, Ramada, Days, Royce, Park Inn, Sheraton, Hilton
CONSORT N.A. LTD. Circle 400	2,362	18	Consort Inn, Wayfarer, Ramada